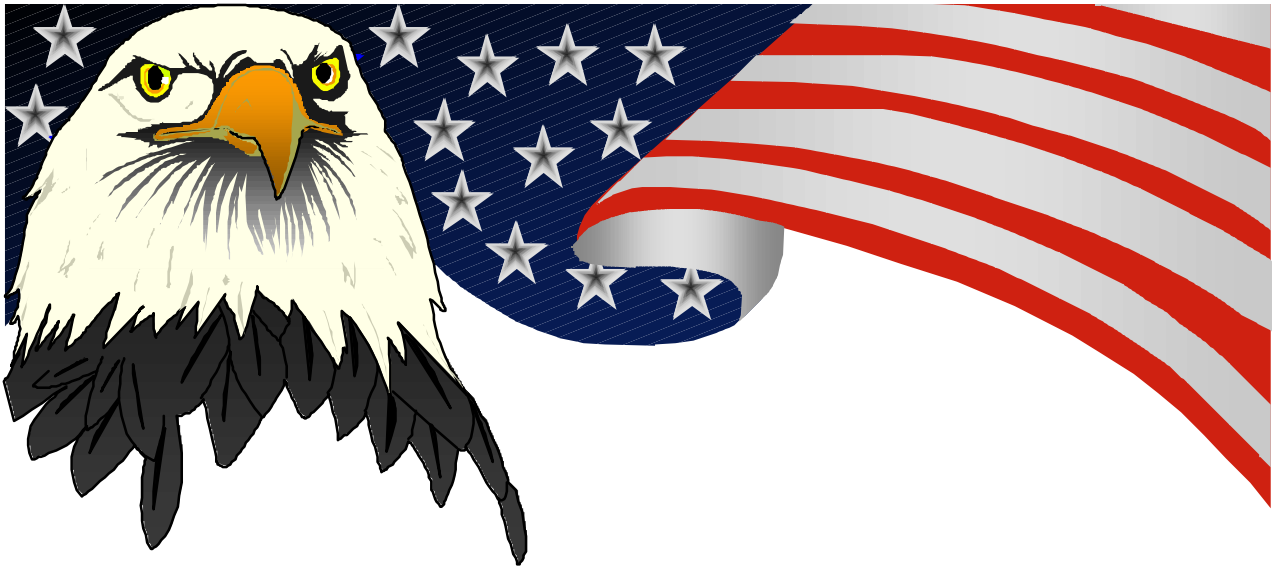


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THE SAF/AQ STRATEGIC PLAN



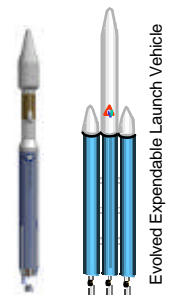
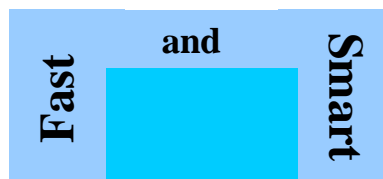
Embracing the Millennium

by

Planning the Future of AQ...



F-22 Raptor



As of 05/25/00

DRAFT

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FOREWORD

In accordance with the Government Performance and Results Act, your SAF/AQ Senior Leadership Team, composed of the Assistant Secretary of the Air Force (Acquisition), the Principal Deputies, Deputy Assistant Secretaries, Mission Area Directors, and the Program Executive Officers have developed an organizational strategic plan and implementing operations plans. Through a series of planning sessions and offsites, we reviewed the SAF/AQ processes, products & services, identified our customers, and analyzed the AQ environment. From this effort, we refined our mission and vision statements, defined mission essential tasks, and developed goals for improving and leading our organization and the Air Force acquisition community.

As we embark on the new millennium, our nation faces complex security challenges that are not as clearly defined as were those of the Cold War era. We must provide the resources needed to support a range of national responses needed to meet these challenges. In recent years, the essential environmental dynamics for obtaining resources for the warfighter have been scarcity and rapid change. We see this pace of change continuing--SAF/AQ will certainly undergo significant change. If we are to succeed, good financial stewardship will be critical...and the accountability to the Congress and the taxpayer over the next several years will be demanding. The leadership team is embracing this change and addressing this scarcity through strategic planning.

Strategic planning is the process by which the leaders of an organization envision its future and develop the necessary goals, objectives, and strategies to achieve that future. Although we cannot predict or design the future, we can, through strategic planning, position ourselves to respond as a team. The process of strategic planning is, in many respects, as important as the plan itself. A good strategic planning process affords the leadership team a forum for constructing consensus on the organization's vision and how to achieve it. The resultant strategic plan communicates to our workforce the leadership team's vision and goals for the organization.

The SAF/AQ Strategic Plan consists of several key components: a mission statement with clearly stated mission essential tasks, a vision, value statements, goals, objectives, and strategies. The mission is the starting point--our reason for existence. The mission essential tasks break that statement down into actionable components. The vision helps the organization focus energy and resources to improve its accomplishment of the mission as it moves into the future. We saw no need to define a unique set of values--instead, we have adopted the Air Force Values as they apply to our environment. Our goals were developed to identify the key areas of effort needed to achieve the vision. Each goal has one or more objectives whose measured achievements will accomplish the goals. The strategies are the 1999-2000 approach for reaching the objectives. Operations plans were developed consisting of tasks and milestones to implement the strategies. Finally, performance measures are being established to maintain our focus and sustain excellence in all we do.

We are committed to providing the absolute best support to our customers while creating a healthy and productive work environment for our people. We are partnered with industry as an innovative acquisition team using leading-edge technology to develop affordable, timely, and effective integrated systems, supplies, and services for the warfighter. In order to realize our vision and accomplish the mission, we have identified four mission essential tasks with five distinctive goals that are overarching, but achievable and necessary if we are to prepare for the future. Accomplishing these goals will improve the quality of our work, increase our efficiency and effectiveness, and will improve the desirability of AQ as a place to work.

Every member of SAF/AQ must work together toward achieving the vision embodied in this strategic plan. We view this as a living plan and expect this document to be modified and amended in response to changes in the internal and external environment. As you review the strategic plan for SAF/AQ, we earnestly solicit your support and encourage your involvement in implementing it and maintaining its vibrancy and relevance.

Lawrence J. Delaney
Assistant Secretary of the Air Force (Acquisition)

Stephen B. Plummer, Lt Gen, USAF
Principal Deputy
(Acquisition)

Darleen A. Druyun
Principal Deputy
(Acquisition & Management)

1. MISSION

The mission statement describes the reason an organization exists—the organization’s purpose.



The Air Force Mission

The mission of the United States Air Force is clear and unequivocal:

“To defend the United States through control and exploitation of air and space”



The SAF/AQ Mission

The SAF/AQ mission complements and enhances the Air Force Mission:

SAF/AQ

“Assuring dominant aerospace power...

- ***World-class technology***
- ***Streamlined acquisition***
- ***Affordable, timely, and effective
integrated systems, supplies, and services
...for the warfighter”***

Mission Essential Tasks

Aerospace power is a dynamic and unique element of modern joint warfare. The Air Force has adopted a tool used in the joint arena for measuring performance and ensuring readiness to accomplish the mission. The Universal Joint Task List (UJTL) is defined in CJCSM 3500.04A. To complement this joint list, the Air Force has defined the Air Force Task List (AFTL) in AFDD 1-1. The Air Force Task List provides a comprehensive framework for all of the tasks that the Air Force performs in contribution to national defense. These tasks include Air Force capabilities provided in support of the Joint Force Commander across the spectrum of conflict and operations, as well as the tasks required of the Air Force to organize, train, equip, and provide capable aerospace forces. The AFTL is structured on the Air Force Core Competencies and includes their accompanying command and control. Air Force organizational Mission Essential Tasks (METs) are derived from the AFTL as a fundamental requisite for the performance or accomplishment of the organization's assigned mission. A MET is defined as a task necessary to accomplish the mission and includes its associated performance measures. Current policy requires MAJCOMs and Wings to develop and maintain Mission Essential Task Lists (METLs) for performance assessment and reporting. Analogous policy applies to the Air Staff elements.

SAF/AQ Mission Essential Tasks

To complement the efforts towards achieving the mission, vision and goals stated in this plan, SAF/AQ is committed to becoming a performance-based organization. We have developed a set of METs and are developing effective performance measures for each of them. For a staff organization, METs are equivalent to Core Processes and their proper identification is critical to achieving meaningful improvement. These METs do not represent the entire list of processes in AQ, but rather those that directly produce products or services for our external customers. All tasks performed in AQ are important; the internal ones are considered supporting and enabling processes that must also be assessed. Goals 2 and 5 of this plan will ultimately validate and improve our ability to manage performance. The SAF/AQ Mission Essential Tasks are:

AQMETS 1: Formulate and review acquisition plans, programs, and budgets in accordance with the Air Force modernization strategy.

AQMETS 2: Communicate the Air Force modernization strategy.

AQMETS 3: Direct and guide Air Force acquisition.

AQMETS 4: Execute S&T and acquisition programs that implement the Air Force modernization strategy.

2. VISION

An organization's vision is its image of what it wants to become—a picture of how things could be. It provides direction and helps the organization maintain its focus on the desired future state. The vision should help the organization to organize and guide the allocation of resources to bring the vision into reality. Without a vision, the organization will move into the future, but not necessarily in the direction of its choosing.



The Air Force Vision

The Air Force Vision is an enduring concept of what we are while offering a continuing challenge to become better in the future.

“Air Force people building the world’s most respected air and space force--global power and reach for America”



The SAF/AQ Vision

Our vision is unique in that it extends beyond the military to include and value the role of our partnerships with American Enterprise in achieving our purpose of providing dominant aerospace capability to the warfighter.

“Innovative professionals partnered with industry and our customers to lead the acquisition of aerospace capabilities”

3. VALUES

Values define the ideals an organization has set for itself and how it expects the workforce to represent the organization. The true test of an organization's stated values is whether the organization's behavior is congruent with its values. Values drive decisions and individuals are rewarded when they act in concert with the values.



Air Force Values

The Air Force Core Values are more than minimum standards. They:

- Define the ideals the Service sets for itself and how it expects each of its members to comport themselves
- Remind us of what it takes to get the mission done
- Inspire us to do our best at all times
- Unify us as an organization, and tie us to the great warriors and public servants of the past
- Reflect our commitment to create a culture of conscience

Air Force core values are:

Integrity, Service, And Excellence--Three simple words that epitomize the core of the military profession: the bedrock of integrity, fortified by service to country, which in turn fuels the drive for excellence.

Integrity First

The inner voice, the source of self-control, the basis for the trust that is imperative in today's military. It is always doing the right thing for the right reason.

Service Before Self

Military service is an uncommon profession that calls for people of uncommon dedication. There is no room for personal agendas at the expense of the nation.

Excellence in All We Do

We are entrusted with our nation's security and a large portion of the national treasury to accomplish that mission. Performing that mission involves a broad spectrum of risks, including loss of human life and national survival. Therefore, striving to excel is a moral obligation of the highest order for the members of our service--we must not squander the human and monetary resources entrusted to us.



SAF/AQ Values

SAF/AQ professionals fully embrace the Air Force Core Values **Integrity**, **Service**, and **Excellence**. These Air Force Core Values should guide our behavior as follows:

Integrity First

Integrity is the willingness to do what is right even when no one will know. Traits associated with integrity are:

Courage	Responsibility	Honesty	Humility
Justice	Accountability	Openness	Self-respect

In SAF/AQ, our integrity forms the basis for mutual trust and confidence as we work together, and with our suppliers or customers, to provide the warfighter with superior weapon systems. Each of us is personally responsible for stewardship of taxpayer dollars and the public trust. We must have the integrity to do what is right.

Service Before Self

Service before self means that professional duties take precedence over personal desires. This value encompasses:

Respect for Others	Faith in the System	Self-control
Rule Following	Discipline	

In SAF/AQ, our service is on behalf of our suppliers, customers, and ultimately, the American people. We have the obligation to accurately represent the good of the Air Force, Department of Defense and the nation over any specific program or system. We are team players, putting the needs of the mission over ourselves in a spirit of mutual respect and trust.

Excellence in All We Do

Excellence is continually striving to improve performance. This value asks us to seek excellence in many different areas:

Personal Excellence	Community Excellence	Product and Service Excellence
Resource Excellence	Operations Excellence	

In consonance with our mission to assure dominant aerospace power for the warfighter, we apply excellence by working to deliver effective warfighter capability better, faster, and cheaper. We unceasingly strive to improve our products, our organization, our community, and ourselves in order to earn and retain our nation's trust.

4. CORE COMPETENCIES



Air Force Core Competencies

The Secretary of the Air Force and the Chief of Staff have identified the Air Force Core Competencies. Core Competencies are those unique skills that define the nature of the Air Force and differentiate it from the other services. In industry, Core Competencies guide the development of new products and markets by focusing on those characteristics that provide competitive advantage. Similarly, the Air Force Core Competencies guide our strategy towards maintaining and improving Air Force capability to defend the Nation in these rapidly changing times. Collectively, these competencies form a common frame of reference for making decisions, allocating resources, and improving our capabilities. All competencies are supported by the ability to monitor, assess, plan, and execute command and control decisions. The Air Force Core Competencies are: **Air and Space Superiority, Precision Engagement, Information Superiority, Global Attack, Rapid Global Mobility, and Agile Combat Support.** The Air Force Tasks (AFTs) are associated with these Core Competencies:

AFT 1: Provide Air and Space Superiority

To control air and space in order to enhance or secure freedom of action for friendly forces in all geographical environments—land and sea, as well as air and space.

AFT 2: Provide Precision Engagement

To command, control, and employ forces to cause discriminate strategic, operational, or tactical effects. In addition to the traditional application of force, precision engagement includes non-lethal as well as lethal force.

AFT 3: Provide Information Superiority

To provide the ability to collect, control, exploit, and defend information while denying an adversary the ability to do the same.

AFT 4: Provide Global Attack

To attack rapidly and persistently with a wide range of munitions anywhere on the globe at any time.

AFT 5: Provide Rapid Global Mobility

To timely position and sustain military forces and capabilities through air and space, across the range of military operations.

AFT 6: Provide Agile Combat Support

To provide highly responsive force support.

AFT 7: Provide Command and Control

To Monitor, assess, plan and execute command and control decisions.

5. GOALS



A goal is a broadly defined end toward which an organization directs its effort. Goals are established to point an organization toward accomplishing their vision. Since taking action is the key to goal attainment, SAF/AQ goals are further differentiated by actionable objectives that can be accomplished and measured. Your Senior Leadership Team has identified the following organizational goals and objectives, setting our course for the future.

Goal 1: Inspire and sustain a high performance team for today and tomorrow

Our most valuable resource is people. Any performance gains we make will come as a result of the collective efforts of our people. The focus of the first SAF/AQ goal is improving our people's performance through education, training, career development, rewards, and a better work environment.

Objective 1.1: Orient and train all personnel to integrate them into the SAF/AQ team

- S1.1.1. Establish and implement a newcomer's introduction program
- S1.1.2. Identify high-value initial and developmental training and education opportunities, and identify individuals for attendance

Objective 1.2: Manage professional development and career progression for each SAF/AQ member in order to maximize their potential

- S1.2.1. Establish and implement individual and career development plans for all AQ personnel

Objective 1.3: Provide appropriate information technology capabilities for each SAF/AQ member

- Strategy 1.3.1: Address simplified contracting mechanisms
- S1.3.2. Address network stability and desktop adequacy across AQ
- S1.3.3. Develop electronic communications protocols (rules, best practices) for SAF/AQ
- Strategy 1.3.4: Develop process to feed AQ requirements to HAF 2002

Objective 1.4: Aggressively pursue awards for SAF/AQ people to recognize their efforts

- S1.4.1. Develop a list of appropriate military, civilian, and community service awards and recognition vehicles

Objective 1.5: Evaluate and improve SAF/AQ member satisfaction with the workplace

- S1.5.1. Conduct Air Force Climate Surveys within AQ and follow-up based on results

Goal 2: Understand and improve SAF/AQ internal processes

One way to improve our organizational performance is to manage our processes effectively. SAF/AQ's second goal focuses on continuous process improvement.

Objective 2.1: Identify, define and map key SAF/AQ processes

- S2.1.1. Document key AQ processes

Objective 2.2: Identify significant opportunities and implement improvement actions

- S2.2.1. Improve high payoff processes

Goal 3: Continue to improve acquisition processes...Fast and Smart

Another way to improve performance is to improve our products -- acquisition programs. We accomplish this through our policy, guidance, workforce management, reform initiatives, and program direction.

Objective 3.1: Share Best Practices with the field

- S3.1.1. Assess current playing field
- S3.1.2. Create forums for sharing Best Practices & Lessons Learned
- S3.1.3. Create a Best Practices virtual library
- S3.1.4. Disseminate Best Practices

Objective 3.2: Institutionalize the periodic generation of Lightning Bolts

- S3.2.1. Describe Lightning Bolt & Reinvention processes

Goal 4: Develop external relationships to improve SAF/AQ performance

A key to our mission success is to foster our important external relationships. The fourth SAF/AQ goal spotlights the importance of building these relationships with the Office of the Secretary of Defense, Congress, private industry, the other Services, the Joint Staff, HQ Air Force, Air Force Material Command, and the user major commands.

Objective 4.1: Identify key relationships

- S4.1.1. Analyze relationships
- S4.1.2. Prioritize relationships

Objective 4.2: Develop and implement strategies for improvement

- S4.2.1. Develop strategies to improve key relationships
- S4.2.2. Implement improvement strategies

Goal 5: Satisfy our customers' needs

Customer satisfaction is the final test of our performance as a team. The only method to ensure that we are meeting our mission requirements is to ensure that we are satisfying our customers' requirements.

Objective 5.1: Understand our products/services

- S5.1.1. Accomplish initial first-pass definition based on processes.
- S5.1.2. Refine with results of goals 2 & 4 outputs

Objective 5.2: Identify our customers and how we interact with them

- S5.2.1. Accomplish initial first-pass definition based on processes.
- S5.2.2. Refine with results of goals 2 & 4 outputs

Objective 5.3: Improve product/service quality

- S5.3.1. Determine customer expectations for each product/service
- S5.3.2. Define customer service goals for each product/service
- S5.3.3. Measure how well we meet customer expectations/goals
- S5.3.4. Develop and implement plans to achieve customer service goals

6. REVIEW AND IMPLEMENTATION

Plan Review

The SAF/AQ Senior Leadership will review the status of implementation of this plan periodically to determine progress and areas for emphasis. Progress towards achieving the goals, and therefore accomplishing our METs, as well as the appropriateness of the contents, will be reviewed annually and changes will be made as necessary. The plan is a living document and will be maintained by SAF/AQX to reflect the progress made by SAF/AQ in accomplishing the stated goals and also to reflect any changes to the plan as determined by the leadership.

Implementation Strategy

The Senior Leadership Team will oversee the implementation of the strategic plan and the actions taken to achieve our goals. Each goal, objective, or strategy champion is responsible for determining schedules and resource requirements for implementing the associated operations plan.

Metrics are being developed to track and monitor progress toward accomplishing Mission Essential Tasks and goals. Measurement is a tool for detecting progress, not an end in itself. As we develop and implement our initial metrics, we will measure, learn, change, and adapt them to create a performance management baseline for SAF/AQ. As our efforts progress, the metrics established will merge with the performance measures being developed for each of the AQ METs. This is a continuous improvement cycle as we move toward achieving our vision.

Goal Status Reporting

Overall goal status will be reported by SAF/AQX to SAF/AQ quarterly in the format as shown in the appendix.

Finally, let us keep in mind our purpose.

It is not necessary to change.
Survival is not mandatory.
W. Edwards Deming

It is not necessary to plan.
Success is not mandatory.
With apologies

